

Where Your Taxes Go

How Uncle Sam Spends Your Money in Conducting Your Business

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XII.

WHY GOOD MEN QUIT

Go today into the Treasury department, the Department of Agriculture, the Department of Commerce, or into any other establishment of the government doing important technical work, and they will tell you that their chief difficulty is to retain competent employees in the supervisory and technical positions. Their turnover is abnormally high in these positions. Every day men leave the service to accept private employment at materially increased salaries, so that the departments are continuously going through a process of selecting and training executives and technical employees, only to lose them, as they become really valuable, on account of the inadequacy of their compensation. The second factor which contributes to the present ineffectiveness of the government as a business establishment is found in the improper organization of the executive branch of the government for effective service. It is familiar, at least in a general way, with the defects of the present administrative machinery. You know for example, that the Interior department now has jurisdiction over a great number of bureaus of a miscellaneous character that have nothing to do with each other or with the functions which the Interior department was originally established to perform. You know that many agencies have been located in the Treasury department, the great fiscal department of the government, which are purely non-fiscal in character, such as the coast guard, the public health service, the surveying architect's office and the bureau of war risk insurance. You know that the great bulk of the civil public works of the government are executed under the supervision of the War department, although the bureaus of public roads is located in the Department of Agriculture, and the reclamation service in the Department of the Interior. You know, furthermore, of the independent existence outside the jurisdiction of any of the great executive departments of some 40-odd boards, commissions, offices and bureaus. These are merely examples of a condition that would require volumes to describe fully, but it is generally known that the executive branch of the government is at the present time illogically and uneconomically organized in many important particulars. It should be remembered, however,

that even with an ideal personnel and a perfect organization it is doubtful if the high degree of economy and efficiency that characterizes private business can ever be attained in the government offices. This is so because economies made by government officials are not transformed into dividends for themselves as they are in private business.

There is an impression in congress and throughout the country that men of great ability are not found in government service; that the salaries are not sufficient to attract and hold them. On the contrary, there are a great many people of distinguished ability in the government service. One is more and more impressed by that fact, especially since the war sent to Washington so many men of large means and famous names with whom the government employees could be compared. The comparison was time and again to the advantage of the government employee. But the salaries are not the attraction; it is the work itself. This is well understood by some eminent observers of public life. Secretary of State Hughes declared himself as follows before the advisory committees of the war risk insurance bureau:

It has been my experience that with the higher officers, the officers of greater institutions, where efficiency is rewarded by public representation—while the field is a limited one because of the great opportunity to men of ability—it is still entirely possible to draw to the public service men of great ability and distinction, because of the desire to render public service, and the number of men who are available for that purpose, while relatively small, is still sufficient if the appointing officer wants men of that class. In order to obtain them, however, he must give a free field. He must not interfere as to political action to control administration tendencies and must permit them to be given the reward which a well-conducted office of importance will give to its incumbent in the public estimation.

Now the difficulty increases when you pass those heads that get the credit and come to the technical expert who has got to do the regular work and upon whose efficiency the operation of the department finally depends. These men are little known. The public hasn't time even to learn their names. They are interested in work to a degree of being willing to make sacrifices. There is active competition for men of brains and great ability of that sort, and the government will never be served unless it pays the price for those men. Now I think that is a plain situation. You may be able to get a director in the bureau of war risk insurance for \$5,000 a year, or for nothing at all, but you cannot get an actuary. You cannot get insurance men. You cannot get superintendents. That would be my judgment.

VIEW OF THE EMPLOYEE

The serious solution of the government's employment problem is the rationalization and readjustment of its work. To be scientific, such readjustment must rest upon a careful classification of the service. Conditions are very different now, both as to the functions of offices and the cost of living, from what they were when positions in the government service were first classified and assigned to those positions. It is an inquiry into how the government conducts its business was the object of the study. He ought to know about the mechanism of the government business and the relations between the working force and employer. It was clearly impossible to talk to more than 500,000 men and women who work for the government, but I talked between 50,000 and 60,000 of them are banded together in an organization called the National Federation of Federal Employees. It is a labor union, and is affiliated with the American Federation of Labor. It includes all classes of government workers, technical and clerical men, as well as clerks and mail workers. I asked the president of this union, Luther C. Steward, if he and his associates were authorized to speak for all its membership. He told me that they were. I asked him to tell me about the conditions of government employment. He said the business was carried on as it was. I told him that I did, for what he told me was not only facts, but a picture of mind existing among the employees which necessarily must be taken into account in any consideration of the efficiency and management of the government business. Here then came Mr. Steward, who speaks for the employees, who speak for the government, and who present the improvement of the service: "The civil service on its human side consists of about 500,000 men and women engaged in the operation of an intricate patched-up machine. The machine is the durability of its vital parts and the faith and ability of the operators. But the parts are old, and many of them are defective. The managers and superintendents of the establishment, being chosen for political reasons, are frequently inept, and the operating machine is clumsy and disjointed."

The employees are recruited under a law which provides a test of qualifications, and probably nine-tenths of the rank and file have satisfactorily passed the entrance test. But the better positions, say from \$3,000 upward, are usually occupied by political appointees. Another considerable group of employees get their appointments by executive order, valuing civil-service tests of fitness.

The newcomer in the service, therefore, finds himself up against a minimum of opportunity for promotion, with the disheartening knowledge that the advancement which is earned by competence is all too likely to be given to the friend or political supporter of some congressman or executive who wishes to pay a political debt. And the employee is subject to dismissal at the will of the executive of his department, unless he can bring sufficient political influence to bear.

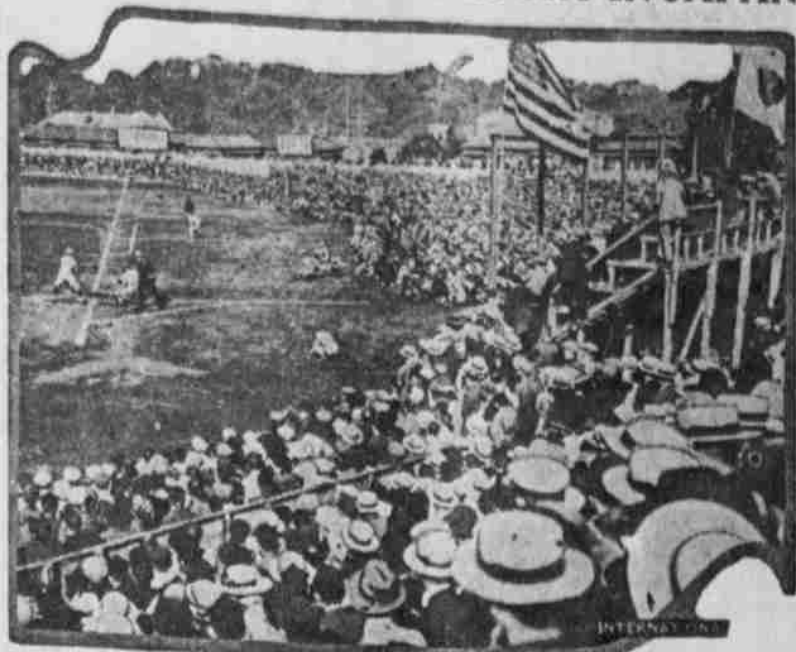
In other words, the civil-service law is not backed up by enforcing power in the Civil Service commission. It merely recruits the applicants for entrance. Thereafter the employee's fate is largely a matter of his own luck and negative passive merit. There is no system by which he may be fitted to the job, and no protection against dismissal, unless the employee himself can show that the reason is political or religious. "For the good of the service," as the law reads, covers every other charge which the executive official may bring. There is no court of appeal.

Such is the oppressive, incentiveless, vitiating atmosphere of the government service. It stifles initiative, frustrates ambitions and reduces the mass of employees to a more or less passive state, which is permeated by a sense of fear.

In such an atmosphere, naturally enough, the physical conditions of employment are far from what they should be, and the government loses efficiency, as does any other employer where the wage scale is inadequate and unstandardized, where sanitary conditions are bad and hours of work too long and irregular.

The wage scale is so low that the Civil Service commission has difficulty in securing properly qualified applicants, and throughout the service the turnover is high. Employees doing the same kind of work often receive widely different rates of pay; experienced workers often receive less than beginners, and virtually every kind of inequality and injustice exists

BASEBALL IS RAPIDLY BECOMING MOST POPULAR SPORT IN JAPAN



A view of the grandstands and part of the infield of a baseball game in Tokyo between the University of Washington nine and the Waseda (Japan) college team is shown in the photograph. A great crowd turned out for the game. Baseball is rapidly becoming a most popular sport in Nippon. The Waseda team visited the United States last summer, playing the best of our college nines.

STETCHER STILL HOLDS TITLE GRAPPLING BELT

Although at present he holds no title, Joe Stetcher, the Nebraska wrestler, owns a world's championship belt that rivals anything of its kind in the sporting world. When the cornhusker muscle bender was at his best his personal friends presented him with a belt weighing eight pounds and encrusted with 300 jewels, including several good-sized diamonds. The abdominal adornment is valued at \$10,000.

CUTLER GIVES CHAMPION JAKE SCHAEFFER SCARE

Veteran is Almost Positive Winner When Title Holder Comes Through With Run.

Albert C. Cutler, veteran billiardist, gave champion, Jake Schaeffer a scare in their 300 point match at the Crescent Athletic club in Brooklyn. With Cutler an almost positive winner.



Albert C. Cutler.

Young Jake came through with an exhibition of 18.2 ballline billiards that had the audience on its feet, winning the match with an unfinished run of 35 points. The final score was 300 to 291 for Cutler.

WHY TURNER IS NOT PITCHER

Player Who Had Trial With Connie Mack's Team Tells Why He Became Ball Scout.

Tom Turner, scout for Connie Mack for several years, who goes to the Portland club as scout and coach, tells a story on himself. It relates to how he became a scout instead of a mere pitcher. Turner, though an inhabitant of Philadelphia, had spent most of his baseball career pitching in the minors of the West, but in 1915 he managed to land with Connie Mack for a trial. Now let him tell it:

"At last I appeared above the surface in baseball. I was a big league pitcher. My career in the mainstay was brief, however. It actually began when Connie sent me in to pitch a game against Cleveland—it ended when Joe Jackson hit one over behind the score board with three on."

"I decided for myself that my pitching days were over. The readiness with which I had made that decision seemed to make quite an impression on Mack. He told me, in his droll way, that he was looking for a scout who knew when a ball player was no good."

"I had convinced him that I knew I was no good. Anybody could get enthusiastic about hush league stars. Mack told me, but it took a bird like me to tell when they wouldn't by any manner of means do."

"And so, by declaring myself unfit for big league company as a player, I became a picker of others who might be."

INTERESTING SPORT NOTES

Golf is to be taught at the University of California.

Columbia's basketball team opened its season at Dartmouth.

Chicago boasts five municipal golf courses, leading the country.

Washington and Jefferson still has two open football dates in October.

West Point boys downed Princeton in their dual wrestling tournament.

Billy Glover, old-time Boston welterweight, is boxing instructor at West Point.

Judge Landis must be a busy man if he has to pass on all the grandstand plays.

University of Pennsylvania's wrestling schedule for 1922 comprises eight matches.

The Navy begins its lacrosse season April 1 with the University of Maryland.

Knights of Columbus have accepted an invitation to join the American Olympic association.

Jesse Burkett, baseball scout, is considering an offer from Boston college baseball authorities.

Northwestern university has year-round coaches in every sport except football and baseball.

The British amateur golf championship will be played at Prestwick, beginning Monday, May 22.

The coach who offered football players \$100 a month was certainly a little crude in his methods.

United States Revolver association has been elected to membership in the International Shooting union.

The San Antonio club has sold its claim to the services of Pitcher John Verbout to the Des Moines club.

The New York Nationals have turned Outfielder Eddie Bogart back to the New Orleans club of the Southern league.

Yale and Pennsylvania crews will race April 16 on the Housatonic river over the Henley distance of a mile and one-third.

Tex Rickard says Jack Dempsey is aching for a fight and talks as if it may be necessary to get up a war to pacify the fellow.

Hughey Jennings undoubtedly will succeed McGraw as manager of the Giants when the latter decides to give up the leadership of the club.

Pacific Coast league will use baseballs with rubber centers instead of cork centers, it has been decided. Cork is too lively, it has been decided.

Ted Jones, Yale football coach, who saw the New Year's football game at Los Angeles, says a game between Yale and California is not far off.

It is understood that McGraw has no intention of using O'Connell, his \$75,000 beauty, at first base. He hopes to develop him into a great outfielder.

Benny Myers, formerly of the Brooklyn Dodgers, and Charles Stila have formed a new baseball circuit known as the Great Western league.

Glen Echo Country club, St. Louis, has been awarded the 1922 Women's Western championship golf tournament. The tentative date is the week of August 28.

After all, it is the punch which wins. The punch made a Babe Ruth. The punch—or for him, the sprint—makes Charley Paddock. The punch comes from certain physical assets, reinforced by the mental qualities which create the competitive instinct.

COACH GREASY NEALE LIKES FORWARD PASS

Modern Feature of Game Pleases Red Outfielder.

Washington and Jefferson Team Needed Plays and Baseball Player Furnished Necessary Suggestions for Success.

Earl (Greasy) Neale, coach of the Washington and Jefferson football team in the autumn of the year, is an outfielder for the Cincinnati Reds in the spring and summer months. Neale has been a football coach for several years and has had considerable success.

Being an outfielder and being in baseball before taking up football, Neale naturally finds the forward-passing end of the modern game holding the strongest fascination for him. Neale has been eminently successful with the forward-passing attack. He



Earl Neale.

coached the Marietta team, an eleven not good in many departments but a whale of an outfit when it came to the overhead offense. Marietta played Boston college, and in that game Marietta completed nine forward passes in succession. This established a forward pass record for football.

At Washington, Pa., Neale took over a team that had been poorly coached in the previous season. The players were there—splendid material. The men were experienced. They could charge, they could block and they could tackle. When it came to blocking no team in the history of football ever gave a finer illustration of this quite useful art than Washington and Jefferson. All that eleven needed was plays, and Neale gave them team plays. His best plays were forward-pass plays, and Washington and Jefferson's untarnished record is due more to successful forward passing than to any other single factor.

Professional baseball does not appeal as strongly to Neale as it used to. Having had a thorough taste of the college sport, he finds it more to his liking.

Neale has been a successful football coach almost from the start. He would be an even more valuable baseball coach in college.

FAMOUS RACE TRACK IS SOLD

Thirty-Eight Acres of Old Hawthorne Plant Transferred to Syndicate of Lumbermen.

Thirty-eight acres of the famous old Hawthorne race track in Stickney have been sold for \$100,000 to a syndicate of southern lumbermen. It became known here today.

The Hawthorne race track, known to all the old-time followers of the turf, was established in Chicago in the early nineties by Ed Corrigan, after a bitter turf war in which Jim Brown, sportsman and several policemen were killed.

Some of the fastest horses of the American turf have raced on the old Hawthorne track, which is now in the heart of a populous residential section.

COACH DOBIE QUITE HARD ON YALE STARS

A story is told of a tall, spare man who sat on the top of the Harvard stadium at the Yale game taking notes.

A Harvard alumnus, interested and curious, started a conversation. The tall, spare man was asked if he were a scout or something.

"My name's Dobie," was the answer. "I'm coach at Cornell."

Between halves the conversation was renewed. The Harvard man was anxious about the game.

"Don't worry," advised the other; "that team," indicating Harvard, "has sand and brains."

POULTRY CACKLES

KEROSENE EMULSION RECIPE

Effective Disinfectant for Use in Poultry House Is Easy to Make and Also Inexpensive.

The kerosene emulsion which is frequently used to destroy mites may easily be converted into a disinfectant, according to the United States Department of Agriculture. The emulsion is made by shaving one-half pound laundry soap into one-half gallon soft water. Boil the mixture until soap is dissolved and then, after removing it to a safe distance from the fire, stir into it, while hot, 2 gallons of kerosene. This makes the stock mixture. When it is to be used as a louse killer, 1 quart of the emulsion is mixed with 10 quarts of water. When it is to be used as a disinfectant, stir well and add 2 pints of crude carbolic acid or crude cresol.

The compound solution of cresol is one of the best disinfectants that can be purchased ready to use. It contains 50 per cent of cresol, and a pint of it in 10 quarts of water makes the light solution to apply to houses or pray over the ground. A 5 per cent solution of carbolic acid (1 pint carbolic acid, 10 quarts water) is about equally efficacious.

ADVANTAGE OF EARLY BIRDS

Success of Poultry Keeping Depends Largely on Well-Matured, Vigorous Poultry.

Prepared by the United States Department of Agriculture.

The early bird—referring to poultry—not only gets the worm but seems to have every other advantage over the one that is hatched late. Upon early hatching largely depends the success of poultry keeping, say specialists of the United States Department of Agriculture. Early hatched chicks, they say, produce well-matured, vigorous pullets, which will begin laying in the fall and early winter. It is only from such early laying pullets that the best production and greatest profit can be secured. Early hatched chicks also mean hens which grow broody earlier the next spring, and these in turn al-



Best Production and Greatest Profit Secured From Early Laying Pullets.

low early hatching to be continued to a greater degree when natural methods of incubation are relied upon.

For several years the department specialists have conducted early hatching campaigns. The movement has been encouraged by state officials and county agents until now such campaigns are conducted early in the spring over practically the entire country. Reports from poultry specialists and other sources indicate that early hatching is being practiced much more generally this spring than ever before, the favorable weather conditions being largely responsible for this fact.

CURE FOR EGG-EATING HENS

Professor Lippincott of Kansas College Recommends Paring Off End of Beak.

In answer to the many inquiries for a remedy for egg-eating hens, appears the following by William A. Lippincott, Kansas State Agriculture college:

"Hens can be cured of eating eggs by paring off the end of the beak until it is very tender. It should not be cut so as to make it bleed. After being cut back until the quick is almost exposed, give the birds some china eggs to pick at. As a usual thing they soon get over their desire to pick at anything hard and, by the time the beaks are grown out, have gotten entirely over the vice."

DUST BATH SHOULD BE HANDY

Good Place is in Sun Where it Will Keep Warm and Dry—Change Loam Occasionally.

The dust bath should be where the sun will shine on it in order that it may be kept dry and warm as may be. On almost all sunny days, one or more hens will be seen filling their plumes with the soft earth and that will do much toward keeping down the and assuring the health of the fowl. A high-sided box should be used to prevent the fowl from throwing the dirt out when using the bath. The bath should be changed occasionally so that it will not become